

**TENNESSEE  
DEPARTMENT OF CORRECTION**



**VOLUNTEER SERVICES  
TRAINING MANUAL  
2008**

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# **TDOC Volunteer Services Training Manual**

## **PART I: Staff Manual**

**SEPTEMBER, 2008**

# **PART I: Staff Manual**

## **Staff Introduction:**

Why use volunteers?

Volunteers are a significant and vital part of the correctional system. Community volunteers can enhance the quality, diversity and quantity of all institution programs. It is essential to the overall success of the Tennessee Department of Correction (TDOC) that volunteers be utilized and integrated into the correction process. Their involvement will provide additional resources that will create a more viable Department.

Volunteers bring with them a wide range of talents and interests that you can use at your location. While working, they learn about your institution and may become an important liaison in the community. Volunteers may perform services in any area of the facility where you have identified needs, and have provided the necessary accountability and resources in the same manner as with employees. The success of volunteer involvement depends directly upon our willingness to work as a team, to integrate volunteers into the operation of the institution, to remove barriers that prohibit their active involvement, and to provide rewards for their dedicated service.

Presently, volunteers perform many roles in our institutions; mentoring, tutoring, serving as advisory board members, clerical workers, instructors, and alcohol and drug treatment program facilitators, as well as providing faith-based activities and counseling. With your creative thinking, the possibilities at your facility are endless. Initially, it will take time to plan for and manage volunteers, but the time you spend in the beginning is an investment toward keeping your volunteers and inmates interested and involved.

In many TDOC institutions, multiple individuals will be serving as volunteer services coordinators. In order to serve your volunteers and the inmates in your institution in the most efficient way possible, it is imperative that all volunteers follow policies and procedures as laid out by TDOC. It is also necessary that everyone do their part to ensure all volunteers are treated fairly and with the respect they deserve.

As a coordinator of volunteers in your institution, there are basic procedures that should be followed for each volunteer. You will first be responsible for accepting and completing the application process with a volunteer. This will include interviewing the volunteer, checking his/her references and background, completing his/her training and upon approval assigning that volunteer to a job in your institution. All procedures associated with the application, interviewing and training process of approving a volunteer are listed in this manual and should be followed for each volunteer.

Once a volunteer is placed in volunteer service at your institution it is your responsibility to monitor all activity and all hours worked by the volunteer. You will also be responsible for updating all of your activity schedules and posting those changes to the activity calendar for your institution.

One of the most important duties associated with your position is to stay in touch with your volunteers and the inmates participating in their programs. Your time and the time and resources of your institution are quite valuable; therefore it is essential to the success of your volunteer programs that all efforts are used to maximize the outcome of every program.

Keep in mind through this process that you are the primary staff contact for your volunteers. You are also the primary liaison between the staff at your institution and your volunteers. It is perfectly acceptable to try new programs and allow volunteers to bring alternative ideas to the table; however remember that you are on a team. The success of each volunteer program will be determined by the level of support and commitment received, not only from the volunteers involved, but also from the staff and inmates associated with the program.

Everyone should be encouraged to explore new possible programs; however, it is essential to the success of all programs that the safety of volunteers, the integrity of the facility and the responsibility and liability for the department must be considered first. As the volunteer services coordinator you should be dynamic, flexible and diplomatic to meet the ever-changing needs of volunteers.

You must maintain up to date records of every volunteer in your facility. This file must contain all information specified in Policy #115.01. This information must be kept at the facility for the time required by Policy #115.01.

#### **Volunteer Applications:**

Before being considered for a position, any prospective volunteer must complete a volunteer application, CR-1989. This form should be completed on the web. The volunteer will submit information and background material necessary to determine qualifications for service to your facility. This application is the initial screening tool and every question should be answered completely by the volunteer. Once the application is submitted, you as the volunteer services coordinator or PSC will conduct an interview and check the volunteer's references.

The leader of any organization planning to present a special event at a facility shall meet with the volunteer services coordinator at least one month prior to the event. The leader shall furnish the volunteer services coordinator or PSC with names, addresses and social security numbers of each person who will be participating in the event. This information shall be returned to the volunteer services coordinator or PSC no later than two weeks before the event.

#### **Volunteer Background Investigations:**

A background investigation shall be completed before the volunteer is placed into service. The background investigation shall be completed within 30 calendar days from the date the application is received. The requirements for a background investigation shall include a criminal record check via NCIC and shall be processed using CR-3552.

#### **Interviewing:**

Once the initial contact has been made with a prospective volunteer, the volunteer services coordinator or appropriate PSC should conduct a formal screening interview. The goal of the interview should be to learn where and how comfortably the person would fit into the operation of your institution. The interview should serve to accomplish the following: collect information pertaining to the volunteer's interests and motivation for wanting to work with you; determine the amount of time that s/he is available; discuss available positions; document certification or licensing; review the volunteer's reference letters; and determine the suitability of the potential volunteer for the position.

During the interview, keep the atmosphere friendly but professional. Be sure that the setting for the interview maintains privacy, is inviting and comfortable, and lets the volunteer know that s/he has your attention and interest. Plan to take an appropriate amount of time for this session and, after a good exchange of information, both you and the volunteer should leave with positive feelings about the interview. Avoid taking notes during the interview, and relax and enjoy meeting the volunteer.

#### **Planning for Volunteers:**

You should hold at least one meeting annually with staff, administration, and when appropriate the offenders to discuss volunteer programs. The meeting should be hosted by all PSC and volunteer staff at your institution and should cover current volunteer activities as well as needs that are not being met and goals for the year; staff involvement is crucial. Often the input from staff is the most accurate and helpful because they best recognize the areas of need and they will be working closely with the volunteers. In

order to promote success, (whenever feasible and applicable) strongly consider the needs and requests of the inmate population. The inmates are the participants in all volunteer programs and their participation in and profit from each program should be the primary gauge of success.

The support of staff and administration is essential in developing a viable volunteer program. An on-going exchange of information with staff is a good way to maintain support for the volunteer program. A periodic training session for staff and administration is crucial to sustaining a working relationship between the staff and volunteers. Discuss the merits of having volunteers and air any negative feelings. Talk about why people volunteer. Talk about the benefits of having volunteer assistance. Staff participation will have a significant impact on the overall success of a program.

1. Identify service needs that can be met by volunteers.
2. Identify programs that are not meeting the needs of the inmates and reassign those volunteers to meet current needs.
3. Identify jobs that would be appropriate for volunteers that can be supervised by current staff.
4. Identify resources required for maintaining current volunteer activities.
5. Identify barriers to overcome in the use of volunteers.
6. Complete individual and group evaluations of volunteers using database evaluation screen.

The volunteer services coordinator shall assess the institution's volunteer needs on a quarterly basis. This can be done by memorandum to all employees advising them of the availability of volunteers and surveying staff needs for volunteers.

While volunteers do not replace paid employees, they may perform the same tasks as paid employees where you have identified needs and you follow appropriate selection, training, supervision, and related procedures.

#### **Volunteer Files:**

A file shall be maintained on each service volunteer by the volunteer services coordinator or supervising PSC. The following information will be stored in an electronic file via the Volunteer Database Application:

1. All application information, CR-1989
2. Verification of all references
3. Acknowledgement of training
4. NCIC results
5. Confidentiality form, CR-2935, as well as any licenses allowing the volunteer to administer professional services (These will be kept by the coordinator on paper in a file after being signed by the volunteer.)
6. Tracking of all hours worked.
7. Any correspondence with a volunteer, including a letter of termination.

Inactive files will be stored electronically for three years then archived for 99 years. The file for any volunteer who has been terminated will be stored electronically in the Database for 99 years and will not be sent to archives.

Certain information, including unpublished telephone numbers, social security numbers, driver's license numbers, and any information obtained through an NCIC check conducted at the request of TDOC in the files pertaining to an individual volunteer or to a group of volunteers is confidential. Staff may not release that information pursuant to TCA 10-7-504.

The volunteer services coordinator or supervising PSC shall maintain an electronic file on each organization that volunteers up to four times in a given year. The file shall contain the list of the names of the volunteers, their addresses, and their social security numbers.

### **Supervision:**

Supervision can be a major factor in the success or failure of a volunteer program. Volunteers require support and assistance and will often quit because staff members are too busy to see them or forget they are coming. Supervising volunteers is similar to that of employees and enables the volunteer to feel a part of the team. The amount of supervision will differ with each volunteer and the type of job he/she is doing. Supervision should be a continuous process. Most volunteers are usually so well motivated that supervision will mostly entail giving guidance towards doing the best possible job.

### **Recognition:**

All staff, whether volunteer or paid, appreciate recognition. Recognition promotes motivation and should happen on a daily basis. There are two types of recognition: formal and informal.

Formal recognition, consisting of either a luncheon or a banquet, should be held annually. At the event, volunteers should be honored with a certificate or some other remembrance. This may be a time for publicity of your facility and a time to recruit new volunteers.

Informal recognition occurs on a daily basis and lets the volunteer know he/she is appreciated and needed. It may consist of a thank you note, a birthday card, an invitation to staff meeting, taking time to talk to the volunteer informally, addressing the volunteer by name, or enabling the volunteer to grow on the job.

### **Training Definitions:**

**Volunteer Certification:** This training will be for new volunteers. This will encompass all information that a volunteer would need in order to serve in any TDOC institution. This training should not be specific to any service function (religious or otherwise). Part of this training can be completed with other volunteers who need re-certification; however those volunteers that are receiving this information for the first time should be expected to spend more time going through the details of policies and procedures pertaining to their service. All of the information on the checklist for volunteer certification should be thoroughly reviewed at this time.

**Volunteer Re-certification:** In compliance with Policy #115.01 requiring that each volunteer be re-certified each year, the volunteer services coordinator or appropriate PSC should review with the volunteer all of the information on the volunteer certification checklist that is designated required for re-certification. This process must be completed prior to the expiration of a volunteer's certified status in order for that volunteer to remain in good standing with TDOC.

**Institutional Orientation:** This should occur at the beginning of a volunteers' tenure at a specific institution. An update of this information should be completed **every three years** or upon the request of the Warden or volunteer services coordinator should it seem necessary.

**Checklist for Volunteer Certification:**

**Items required for Re-Certification:**

- A complete review of the *Volunteer Training Manual*. Each volunteer should be given a copy of the manual to keep with him/her.
- A complete review of the following Policies: #115.01 and #305.03
- An explanation of the program in which they will be working.

**The following items should be reinforced:**

- Volunteer Dress Code
- Appropriate v. inappropriate relationships
- Staff relations; remind volunteers that they are not always privy to the details of all that is occurring in the institution and thus they should be patient and understanding when things are not moving as quickly as they would like.
- Volunteers are very much appreciated, however it is not their right to enter into our institutions and they must abide by our rules and policies while they are inside.
- Inmate manipulation
- Give special attention to security threat group policy and Policy #506.06 regarding items prohibited from being on the premises.

**Checklist for Institutional Orientation:**

**The following information should be covered for each volunteer at every institution where he/she volunteers:**

- Institutional supervisor and who should be contacted when the volunteer will be absent.
- The set-up of the institution; where the volunteers should park, where restrooms are located, etc.
- The visitor's handbook; volunteers should be given that information prior to coming into the facility.
- Procedures for how to register medication with the institution; for example, if a volunteer needs to keep diabetic or heart medication with him/her at all times.
- Any volunteer qualifications that would be specific to the institution.
- The procedure for a volunteer to request permission for a special event; i.e., a Thanksgiving dinner.
- Information about a specific rotation of services, if this applies to your institution.
- A tour of the parts of the facility where he/she will be working.



# **TDOC Volunteer Services Training Manual**

## **PART II: Volunteer Manual**

**SEPTEMBER, 2008**

***Every TDOC certified volunteer shall receive a copy of this manual and shall be informed when changes or updates to policy occur.***

## **PART II: Volunteer Manual**

### **Volunteer Introduction:**

The administration of criminal justice in this country has, since the mid 19<sup>th</sup> century, generally included rehabilitation as one of its goals. Society has from time to time attempted, primarily through the Tennessee Department of Correction (TDOC) and the Board of Probation and Parole (BOPP), to provide reintegration opportunities to offenders. Today, the number of individuals who are presently involved and the extent of needed services exceed the system's capabilities; thus volunteers and their volunteer programs are greatly needed.

Community volunteers who support the efforts of correctional personnel have increased both in terms of numbers and impact on the correctional system. Probation itself began as a volunteer service in the 19<sup>th</sup> century. Parole in Tennessee was established by law as a volunteer program in 1930. Citizens are now involved at every juncture of the justice process: state legislatures; courts; correctional institutions; field services; alternative placements; parole and aftercare services.

Public mistrust and misunderstanding of the correctional system is believed by many to contribute more to the ongoing shortage of community volunteers than any legal requirement associated with volunteer services. Therefore, it is of utmost importance that both volunteers and correctional staff bring a high degree of respect and cooperative commitment to the enterprise. Two common goals are needed:

- Increased direct service opportunities for individuals
- Increased community awareness of the criminal justice systems and its problems

Whatever your area of service, you will add a new dimension of service through your own background, knowledge, skills and concern. Some of what you contribute can never be documented except as you integrate the experiences into your own realm of understanding.

To accomplish this, a better understanding of how the system works will be helpful. Keep in mind as you begin your service as a volunteer with the TDOC that your work is essential to the success of our inmates. The staff of the TDOC is committed to working with you. Should you have any questions or concerns about any volunteer experience or visit, please contact your immediate staff supervisor.

### **The Criminal Justice System:**

The elements of the criminal justice system are policy, courts, and correction.

The normal sequence of events in the criminal justice system begins with the commission of a crime. When the crime is reported or discovered, the police begin their investigation. This investigation may continue until the time of the trial. At the point when the District Attorney determines there is sufficient information to do so, a grand jury indictment is requested. This indictment may occur before or after arrest. If the suspect is arrested before the indictment is sought, the suspect is entitled to a preliminary hearing within hours of arrest. If the offense is a misdemeanor, a crime that carries a penalty of less than one year, the case may be concluded at this point at the preliminary hearing.

After a grand jury indictment has been returned, the suspect or defendant must then appear before the court for arraignment. If the defendant enters a plea of guilty, the court will set a time for sentencing; if not, the defendant proceeds to trial.

It is estimated that 85% to 90% of the criminal cases in Tennessee never go to trial. These are settled through the practice of "plea bargaining." Plea-bargaining occurs when the defendant enters a guilty plea

to a lesser offense and an agreed upon sentence is given without a trial. At any point along the process – arrest, preliminary hearing, grand jury, arraignment or trial – the charges may be reduced or dropped and the accused dismissed. A defendant's bail is usually set at the initial hearing. The Court may also release the defendant on his or her own recognizance. In this case, there is no bail.

Once the sentence is set, the judge may set a date to hear arguments on an "Application for Probation." If the judge places the offender on probation, the judge will suspend the sentence. In addition to the standard conditions of probation, the court may set additional conditions deemed necessary. These conditions may include such requirements as a program for drug or alcohol abuse, community corrections or community service work.

The offender is then placed on probation with the BOPP for supervision. If the offender breaks the rules of probation or commits another offense, this probation may be revoked and the offender incarcerated to serve his or her sentence.

A male offender sentenced to incarceration in the TDOC is received at the appropriate regional classification center to begin serving his sentence. Once the offender has completed classification, he will be transferred to the appropriate correctional institution for adult males in the state. If the offender is female, she will be sent to the Tennessee Prison for Women for classification. She will also serve her sentence at the Tennessee Prison for Women or the Mark Luttrell Correction Center.

In most cases, an offender becomes eligible for parole consideration after serving approximately one third to one half of the minimum sentence. When the offender appears before the Parole Board, the case is reviewed and witnesses for or against the offender may be heard. If the Parole Board grants parole, the offender is then released to the community under parole supervision of the Board. If not, a new date may be set for another appearance before the Board.

Upon release, the parolee must sign a "Certificate of Parole." On this Certificate are listed some standard conditions. In addition to these standard conditions, the Board may stipulate additional special conditions. The parolee must report immediately to the assigned Parole Officer who is responsible for supervision and maintenance of the parolee's program throughout the term of parole.

Violation of any of the conditions may result in "Revocation of Parole." Unless there is a persistent violation, however, the Parole Officer will not, in most cases, file for revocation. Conviction of another offense, particularly a felony, will usually result in a revocation of parole. The individual is then returned to prison.

The length of parole is determined by the offender's original sentence. The time under active parole supervision may be reduced in two ways. The Parole Officer, after twelve months, may request a Letter of Relief from the BOPP, or after two years may request, through the State Director of Probation and Parole, that direct supervision be suspended. In any event, the offender remains on parole until expiration of sentence or revocation.

### **Volunteers in Tennessee Corrections:**

Citizen involvement on an ad hoc basis has operated in correctional programs in Tennessee for at least 100 years. In an 1891 report to the state legislature, Chaplain J. W. Perry advocated use of volunteers to teach English in prison, stating "a moral reformation usually has for its antecedent a mental or intellectual function."

During the 19<sup>th</sup> century, volunteers, individually or in groups, were primarily motivated to participate through theological and/or denominational directives. Initial impetus for service to prisoners came often

from professors at Nashville's colleges and universities. Beginning with this leadership, citizens and citizen groups became active in movements for both institutional and legislative reform in corrections. Regardless of motivation, citizens who have contributed voluntarily to the correctional function of the criminal justice system have spoken in favor of due process; of more humane treatment for prisoners; and of the importance of relationships for those individuals whose behavior is defined as criminal.

As recognition of the importance of treatment and rehabilitation in corrections has grown, so has the recognition by the TDOC of the importance of community support and interaction. Courts, administrative offices for parole and probation, and correctional institutions have all relied on volunteers in some capacity.

In 1972, under the direction of Commissioner Mark Luttrell, a division of Volunteer Services was established to coordinate recruitment and training efforts for volunteer programs across the state. Having worked with VISTA volunteers at the Shelby County Penal Farm, Commissioner Luttrell sought to open all institutions to more active involvement of community citizens.

While Tennessee's volunteer service programs have grown and changed since 1972, they are still premised on matching local needs with local resources. The cooperation of law enforcement, correctional professionals and citizen volunteers has enabled some communities to experience a high degree of involvement with and an understanding for the criminal justice system in their locale. With increased documentation, it has been shown that the effective use of volunteers results in reduced rates of recidivism and prevention of crime.

Under the leadership of the Tennessee Community Resource Board (TCRB) a statewide network has been established to provide the opportunity to interact with volunteers across the state. The TCRB is a non-profit agency whose mission is to develop and implement programs which help offenders reintegrate into society; to develop correctional volunteer training programs; and to promote increased community participation.

### **Qualifications for Being a Volunteer**

A person, who is at least 18 years of age, who has met with some of life's problems, and has been able to solve them, may provide positive support and encouragement for the inmates. Volunteers dealing with inmates should be drawn from all social, economic and educational levels in order to adequately meet the needs of the offender population. There are many enthusiastic retired people whose experience, expertise and accomplishments make them ideally suited for work in a correctional facility.

Under certain conditions, the Warden may approve former offenders to serve as volunteers. Programs can often be enriched by the contributions of these former offenders who share their experiences and personal progress. Besides training and background investigations, offenders with active felony conviction records may submit an application for approval six months following release from incarceration or placement on probation, community corrections, parole supervision, and meet all other requirements set forth in Policy #115.01. The Warden may disapprove volunteer applications of persons with felony convictions if it is believed that the security of the institution or safety of individuals could be jeopardized. This information shall be entered on the volunteer database.

For purposes of this manual, immediate relatives of an inmate may not serve as volunteers in an institution where that inmate is housed. Immediate relative is defined as parent, child, sibling, in-laws, aunt, uncle, grandparent, nephew, niece, or grandchild.

TDOC employees shall not serve as volunteers at their own job sites.

### **Definitions of Volunteers:**

**Certified Volunteer:** Any individual who is directly participating in the programs and operation of the institution, who is under the supervision of paid staff, and who may have direct contact with offenders.

**Service Volunteer** - An individual whose service to the institution is regularly (more than four times per year) provided and whose commitment is depended upon for the implementation of services.

**Organizational Volunteer** – Any individual or group whose services to the institution occur temporarily or irregularly (four times or less per year) and under supervision of a volunteer or staff member (i.e., visiting church groups, entertainment, participants in sporting events).

### **Dress Code for Volunteers**

Volunteers entering TDOC facilities should be encouraged to dress comfortably and in casual attire but shall be expected to comply with the following basic dress requirements. Wardens may further define these requirements in local policy.

Clothing shall fit in an appropriate manner. Clothing appearing to be too large or too small for the wearer, which creates obvious gaps or exposure, or would present a hazard to the wearer will be rejected by the shift supervisor. Volunteers must wear undergarments. (Samples of undergarments deemed inappropriate are thongs and water brassieres.) Appropriate footwear to provide basic foot protection shall be required while on institutional grounds. Open toe shoes or sandals are permitted. Steel-toed shoes, shower shoes, and flip-flops, are prohibited. Shorts or skirts are permitted provided the leg is covered to within three inches above the knee in a standing position with the garment worn in the position in which it is intended to be worn.

The below listed types of clothing are specifically prohibited throughout the year:

- Garments manufactured from spandex or spandex-type fabrics
- Any clothing that is transparent or translucent in nature
- Sleeveless shirts and blouses
- Dresses or clothing exposing a bare chest or midriff
- Camouflage attire
- Worn or tattered clothing with holes
- Clothing with logos that contain pictures, slogans, or vulgarity; or contain signs or symbols of security threat groups (STG); or any clothing determined by the processing officer to be associated with any STG. The association may be made by color combination, designs, or logos affixed to the clothing, or the manner in which the clothing is worn.
- Splits in dresses or skirts that extend three inches above the knee, or slits which cause the entire dress or skirt to be above three inches above the knee, will not be permitted.
- Bandannas

- Volunteers may not wear excessive clothing such as two pairs of pants or an extra shirt under their top layer of clothing. This prohibition is necessary in order to prohibit the exchange of clothing between inmates and visitors.
- Prosthesis, artificial limbs (plastic or other substances), and cardiac pacemakers and defibrillators shall be allowed but the volunteer may be required to present a doctor's note.

All volunteers must also comply with the rules and guidelines in the institutional visitor's handbook.

**NOTE:** Volunteers shall keep copies of TDOC Policy #507.01 and the institutional visitor's handbook.

### **Volunteer/Staff Relationships and Confidentiality**

Certified volunteers are considered to be "unpaid staff members." This means that volunteers may expect to receive the same communications as staff, where the information is pertinent to the work of the volunteer. Opportunity to receive feedback on the job and to have access to a supervisor is available to volunteers.

This also means that volunteers are expected to be present and on time for work as prescribed in the Volunteer Job Description. If a volunteer is sick or for some reason cannot report for work, they should call their assigned institutional Supervisor prior to the agreed upon time and inform the Supervisor of the pending absence. Failure to do so is disruptive to the program and especially to the offender. A volunteer who is repeatedly absent from the job may be dismissed.

Confidentiality is an ever-present issue that concerns both the volunteer and the staff. It is imperative that the institutional staff respect the confidentiality of the verbal and written information about an offender obtained by a volunteer. Volunteers must also respect the confidentiality of information obtained from staff.

A certified volunteer must report any information obtained which might involve possible injury to any person or about any activity which may jeopardize the security or safety of the institution. Such information must be reported as soon as possible to the Staff Supervisor or to the institutional volunteer services coordinator.

### **Termination of Services:**

Occasionally, a volunteer, just as a paid employee, may fall short of our expectations. The volunteer services coordinator should not hesitate to terminate a volunteer if there is evidence of inappropriate conduct or negligence. If a volunteer is terminated, the local manager shall notify the Director of Volunteer Services by memorandum within three days of the termination. The memo shall outline the events leading to the termination. Keep in mind that termination of a volunteer by one institution will prohibit that volunteer from working in any TDOC institution.

### **Grievances:**

Please see Policy #115.01 for information on filing a grievance.

### **Volunteer Procedures and Frequently Asked Questions:**

- Please arrive 15 minutes prior to your scheduled service.
- Park only in the parking lot designated and lock your car.

- Please leave everything in your car except your volunteer badge, your car key and what you will need to perform your service.
- Sign in at the Front Security Desk. Be sure to indicate the location where you are going to provide your assigned service.
- Remember to go only to your scheduled service location. Stay with your group and escorting officer at all times.
- Be sure to have your left hand stamped by the officer on duty.
- Be sure to sign out.
- Alcohol, tobacco, drugs, firearms, and explosives are strictly prohibited on the grounds of any correctional facility and their possession, on your person or even in your vehicle is a criminal offense. This includes persons that may have firearms carry permits issued by the county, state and/or federal government but excludes law enforcement officers. All weapons in the possession of law enforcement officers must be checked into the facilities weapons holding portals. Please refer to Policy #506.06 if you have specific questions about what is permissible and also see Policy #112.11, Smoke-free Policy TDOC Institutions and Academy.
- Do not attempt to bring anything into or out of an institution that you did not have with you when you first entered.
- Only come to the institution for scheduled services. You will not be allowed in during those times you are not scheduled.
- All materials that will be used by your group for volunteer activities should be approved by the volunteer services coordinator and warden prior to your visit.

#### **DOs:**

- Do sign in and out with each visit.
- Do bring your Volunteer Badge upon every visit.
- Do give the address and phone number of your church or organization to the inmate if he/she chooses to follow-up with you upon release.
- Do stay at the facility only for your allotted time.
- Do leave all purses, wallets, and money in the trunk of your car and be sure to leave it locked.
- Do avoid becoming emotionally involved with inmates. Over involvement and over identification with an inmate are the most prevalent reasons for the downfall of a volunteer.
- Do remember that what seems harmless to you could endanger the whole population. It is important to follow all volunteer policies.
- Do stay in your area with your group at all times.

- Do resist doctrinal debates or degrading other religions.
- Do dress appropriately.
- Do ask for help if you are uncertain about what to do or say. It is always best to tell the inmate that you will seek others' advice.
- Do remember that you are a guest in the facility where you are working and it is important to follow all directions given to you by staff.
- Do remember that you are a volunteer, not a lawyer, and refuse to respond to an inmate's request for legal advice or assistance.
- Do remember to keep your professional distance.
- Do report any inappropriate behavior immediately to Staff.

### **DON'Ts:**

- Don't bring anything out that you did not bring into the facility.
- Don't bring in money, gum, cigarettes or other tobacco products, pictures, books, or anything else without prior written approval.
- Don't give anything to an inmate without prior written approval from your staff supervisor.
- Don't argue with correctional personnel. You must obey directives regarding institutional rules at all times.
- Don't make promises you will not keep, or send inmates money or gifts through the mail.
- Don't discuss problems concerning the institution, prison system or personnel with an inmate. You are here for volunteer services only.
- Don't make telephone calls or perform any services for an inmate. Certain volunteers, such as approved mentors, may be involved in the inmate's transitional phase. This may include helping offenders with housing, employment, etc. This applies only to volunteers in approved mentoring programs.
- Don't downgrade or criticize any religion or denomination.
- Don't touch, shake hands, or hug inmates unnecessarily. Keep these contacts to a minimum. It is proper to show care and concern, but do not over do it.
- Don't give an inmate any personal information about yourself. Certain volunteers, such as approved mentors, may be involved in the inmate's transitional phase. This may include helping offenders with housing, employment, etc. This applies only to volunteers in approved mentoring programs.
- Don't enter into a romantic or financial relationship with an inmate.



- Don't discuss an inmate's problems with other inmates.
- Don't send an inmate anything from the outside that they might request.
- Don't send or carry messages, written or verbal, to an inmates' friends or family.

### **Keys to Success for Volunteers:**

#### **REMEMBER,**

One of the easiest pitfalls for a volunteer is being on the inmate's side "against" the institution.

Inmates will play one individual against another. "That officer John Wayne mentality – he's always nit-picking and tries to enforce all the meaningless rules. Not like you, who uses good judgment when it comes to dealing with inmates."

That as a volunteer, your relationship and how you relate to inmates will be different than staff. Don't undermine security staff because of the role they must maintain.

No matter how good your intentions may be, the institutional staff knows more about an inmate than you.

You are here to support the staff and the institution.

You are a guest. Being a volunteer is a privilege; not a right.

Any proposed plan or idea must be discussed with your supervisor and the institutional volunteer services coordinator before mentioning it to an inmate or group.

REMEMBER: AWARENESS = SURVIVAL

COMPLACENCY = TROUBLE

### **LIABILITY:**

The State does not provide insurance coverage for volunteers. The volunteer services coordinators should provide the volunteers with information regarding the types of volunteer insurance coverage available. The coverage available may include, but not be limited to, the following:

**Accident Insurance:** Excess Accident Medical Coverage will pay up to prescribed or specific dollar limit for medical treatment, hospitalization, and licensed nursing care required as a result of a covered accident.

**Personal Liability Insurance:** All registered volunteers (collectively) of an organization are provided with personal liability insurance at a prescribed or specific dollar limit per occurrence.

**Excess Automobile Liability Insurance:** Along with the volunteer's personal automobile liability insurance, this will cover the volunteer while driving between his or her home and the volunteer site.

### **How Can You Tell If An Inmate Is Getting To You?:**

You feel anger towards the system and see yourself as an advocate for the inmate (losing your professional distance)

You are usually irritated at officers for the delays in getting you to your volunteer site, for not letting inmates out of their cells in a timely fashion, etc., to the exclusion of considering that there may be valid reasons for delays (for example: a count has not cleared, the officer's must do two or three things at the same time, the shift is short-staffed)

You presume that staff causes a delay, and not considering that an inmate or inmates may not assume responsibility for being ready on time.

You begin favoring an inmate over others and show it by spending more time with him/her or by sharing personal information with some but not others.

You enjoy hearing stories of how other volunteers are awful and you are wonderful.

You begin to think about bending rules for the inmates, or do bend a rule for an inmate.

You feel a strong sense of pity for inmates, often to the point of wanting to rescue them from the natural consequences of their actions.

You feel superior to other helping people or have an inflated view of what impact you can have on an inmate.

You fail to report questionable behavior or requests because you do not want to get an inmate into trouble.

You unquestionably believe stories about cruel officers and find yourself buying into the "gossip".

You are susceptible to inmate interest in you – Inmates will engage you in long conversation about what you like, dislike, or other personal matters.

You are overly empathic or sympathetic with inmates – Inmates will tell you truthfully and sometimes untruthfully about the problems that they have such as a sick child, a dying mother, etc.

You believe the us/them syndrome – Inmates will try to put you and them against the system, especially if they can determine that someone or some organization has treated you unfairly. They will point out a similar thing has happened to them and try to establish a commonality.

You have trouble resisting inmate requests – Inmates will ask for certain things, some of which may be acceptable and others which may be illegal, to see what you will allow them to do. Inmates will break minor rules to see how you react.

You are overly impressed by inmate actions or words - The inmate will suddenly offer favors, do extra work, and be excessively nice and/or overly complimentary.

You are manipulated by comments such as - "You're the only one who understands." "You're the best teacher, preacher, counselor, etc, they have ever had." "You're the only one who can help."

### **MANIPULATION:**

**Manipulation Definition:** *To manage or control artfully or by shrewd use of influence, often in an unfair way; "to con".*

## **Why do inmates manipulate?**

They live in a deprived environment and many will use any means to make their stay as comfortable as possible.

Many inmates view people as a means to whatever it is they want, as objects to be used and not respected in their own right. Thus, they see themselves as powerful if they are successful manipulators.

That was their lifestyle before prison and remains their lifestyle today.

It can become a game and a means of entertainment.

Most of us have or do manipulate at times.

## **The following may help to recognize such behavior and to avoid it:**

Realize that some inmates will take advantage of you if you let them.

Do not do anything you would be ashamed to share with your peers.

Keep everything out in the open.

If an inmate's actions are questionable, ask someone in your group for advice and assistance.

Know the policies and procedures you are required to follow.

Learn to be assertive and use the word "No" appropriately.

Be aware of verbal and non-verbal messages you send out, particularly body language.

Confront manipulative behavior and take action as the issues arise.

Verify information before you take action.

Know your personal and volunteer goals.

Understand your value system.

Be firm, fair and consistent.

Understand your strengths and weaknesses.

Realize that inmates view themselves as victims.

When an inmate is told "maybe", this often is taken as a promise.

## **Handling Emergency Situations:**

The safety and security of visitors, staff, and inmates are the most important concerns in any correctional facility. Institutional staff is trained and have planned for emergency situations ranging from mediating a fight between two inmates to handling a major disturbance. Volunteers should plan their responses to different emergency situations.

**A. HOSTILE INMATE:**

- Talk calmly to the inmate and avoid being argumentative.
- Signal to get a staff member
- If you are alone with the inmates, maneuver yourself into the vision or hearing range of a staff person.
- Do not attempt to resolve the situation on your own. Get assistance from trained institutional staff.

**B. INMATE FIGHT:**

- Summon staff personnel.
- Do not put yourself between inmates.
- Stay clear of the altercation and do not try to break up fights.
- Await the arrival of staff.
- Follow staff directions.

**C. RIOT:**

- Do not intervene.
- Remain where you are.
- Wait for instructions from staff.

**D. FIRE:**

- There are fire escape plans posted in all areas of the facility. Locate them and familiarize yourself with the appropriate escape routes.

**VOLUNTEER SAFETY:**

**Blood and Body Fluid Precautions:**

Because of the potential hazard of contracting hepatitis B and/or HIV-AIDS that are transmitted by blood or other body fluids, you are asked to please refrain from assisting in any situation in which you may have contact with blood and/or bodily fluids.

Please notify staff in case of any such emergency.

**Chemical Hazard Information Communication:**

You have a right to know if any chemical substances you come into contact with are hazardous to you. If you have questions regarding chemical substances you may be exposed to, talk to your Supervisor or the institutional Volunteer Services Coordinator who will explain if there are hazards associated with the use of those chemicals.

**Hostage Situations:**

What do you do if you are taken hostage?

- DO NOT BE A HERO! Accept your position and be prepared to wait. Any drastic action on the part of a hostage might bring immediate violent action from the captor. Accept your situation and be prepared to wait for rescue. Time is really an ally, not an enemy.
- THE FIRST FIFTEEN TO FORTY-FIVE MINUTES ARE THE MOST CRUCIAL. FOLLOW INSTRUCTIONS! Follow the instruction of your captor; do not hesitate.

- **DON'T SPEAK UNLESS SPOKEN TO AND ONLY THEN WHEN NECESSARY!** The captor will undoubtedly be in an agitated state and may not want any additional stimuli or conversation.
- **TRY TO REST!** As soon as things settle down, try to get as much rest as possible without turning your back on your captor.
- **DON'T MAKE SUGGESTIONS!**
- **ESCAPE: SHOULD YOU OR SHOULDN'T YOU?** Don't try to escape unless you are absolutely sure that you will be successful, and even then, rethink it. If you are recaptured, the captor might use violence to "teach others a lesson."
- **SPECIAL MEDICATION OR AID:** If anyone, including you, needs any special medical attention inform your captors. Chances are, they do not want anyone to die on their hands, or they would not have taken hostages in the first place.
- **BE OBSERVANT, YOU MAY BE RELEASED OR ESCAPE AND CAN HELP THE AUTHORITIES.** Try to remember everything that you see and hear. Memorize things about your captors, their descriptions and conversations. What names they use, or how they refer to one another. Try to recall the number and identities or descriptions of the other hostages as well.
- **DON'T BE ARGUMENTATIVE.** Don't create agitation with the captors or other hostages; non-cooperative attitudes in the past have brought harm to some hostages.
- **AVOID PHYSICAL RESISTANCE.**
- **RESPECT THE CAPTOR.** Don't turn your back on your captor unless ordered to do so. A captor is less likely to harm a facing hostage.
- **BE PATIENT.** Even though the authorities may seem to be doing nothing, they are engaged in a complete program geared to save your life and the lives of all involved as soon as safely possible.
- **WHEN RESCUE COMES:** if you believe a rescue attempt is taking place, or you hear a noise or shooting, lie on the floor immediately. Keep your hands over your head and don't make any fast moves.

### **Avoid Burnout:**

Frequently, volunteers feel like failures when one of "their" inmates returns to prison after being released.

This happens, and when it does, volunteers should remind themselves that inmates chose to do the act that earned them more time. Volunteers should focus on the inmates who do change.

Volunteers usually give of their time because they care. There simply aren't enough hours in the day to fulfill all of the needs of every inmate. It is important to enter a correctional facility with clear guidelines of what you can realistically expect to accomplish in the time allowed. Judging yourself on this criterion will allow you to feel a sense of accomplishment and can help keep you from "burning out."

Volunteer work with inmates is not easy. Many times you will want to throw up your arms and quit. We find this happening when we look at the large number of inmates who refuse to change instead

of the small number who actually do change. Success in correctional rehabilitation is measured one inmate at a time.

Each one who is rehabilitated and becomes a useful member of society is no longer a criminal. Who can put a price on one changed life?

### **Helping Inmates To Heal Themselves:**

Teach them how to forgive. Forgiveness is a decision to treat the person like it never happened, while still holding them accountable for their actions. Accountability is to insure that it doesn't happen again. Forgiving themselves requires that they admit their wrongs to the people involved and accept the consequences of their own behavior. They pay their debts to their family, their victims, and society by doing their time, changing their lifestyle, and making any needed restitution. Then, help them to accept the fact that they now have a clean slate. Show them how to stop punishing themselves and start living the rest of their lives as if their moral failures never happened. Inmates must understand that this may be hard to do. It becomes especially hard when they face unforgiving people who constantly remind them of their failures.

Give them the gift of self-esteem. Self-esteem and the feeling of completeness that follows, has four aspects: feeling loved, feeling accepted, feeling competent, and following ethical principles. Volunteers can help inmates develop self-esteem by giving or showing them respect and acceptance which will fulfill the first two requirements. Helping them to develop areas of competence and teaching them how to practice ethical living will give them the ability to achieve the others.

Teach them the keys to freedom. It takes two keys to open the door to freedom. They are respecting the rules of society and taking responsibility for one's own actions. Teach them how to use these keys.

### **TENNESSEE COMMUNITY RESOURCE BOARD (TCRB)**

#### **Purpose**

1. To provide assistance in stimulating positive citizen and community involvement and promoting volunteerism for the TDOC and the BOPP.
2. Coordinate with and assist the Department and the Board in developing and utilizing volunteer resources in assisting parolees, probationers, and inmates in reintegrating into society as productive, law-abiding citizens.
3. Coordinate with and assist the Department and the Board in developing policies and procedures governing the utilization of volunteers.
4. Coordinate a network of local community resource boards on matters of statewide impact.
5. Assist the Department and the Board in accomplishing their missions.
6. Review and recommend programs having statewide impact involving volunteers and oversee such projects when appropriate.

**Objectives:**

1. Work closely with the volunteer services coordinators and community resources to coordinate a statewide network of Local Community Resource Boards at each TDOC institution and BOPP state field offices.
2. Advise the DOC Commissioner and BOPP Chairman of programs and practices that would enhance local involvement.
3. Make recommendations to DOC and BOPP concerning pilot programs.
4. Promote collaboration between TDOC and BOPP concerning pilot programs.
5. Serve as community liaison, informing the community of pertinent information concerning the nature and intent of the programs and enlisting community support.
6. Assist in the planning, development and management of volunteer programs.
7. Provide leadership in development of local volunteers and community resources to promote recreational, cultural, religious, social and educational activities.
8. Advise the TDOC Commissioner and BOPP Chairman on matters of public interest and concern.

Activities of the TCRB must comply with the TDOC's rules, regulations, policies and procedures and the statutes of the State of Tennessee.

**Appointment to the Board:**

The TCRB is composed of 17 members. The Speaker of the House of Representatives shall appoint a non-voting member of the House to serve on the TCRB, and the Speaker of the Senate shall appoint a non-voting member of the Senate to serve on the TCRB. Members of the General Assembly who serve on the TCRB shall receive no additional compensation for such services but shall receive compensation for expenses pursuant to the provisions of TCA 3-1-106.

The Commissioner and the Chairman of BOPP shall appoint the remaining members jointly. Five members shall be appointed from each grand division of the state. Members shall serve terms of three years. Members of the TCRB shall, upon expiration of their term of office, be eligible for reappointment to successive terms. In making appointments to the board, the commissioner and the chairperson shall strive to ensure that at least one person serving on the TCRB is 60 years of age or older and that at least one person serving on the TCRB is a member of a racial minority. Members shall have served in a volunteer capacity in corrections, in probation or parole, or in an academic environment in the field of criminal justice or other such related field. The TCRB shall serve both the TDOC and the BOPP.

**Qualification for Board Members:**

Each member must be at least eighteen years of age; shall have service as a volunteer in the criminal justice system or as an educator in a criminal justice or related field; be in good standing in the community and willing to be actively involved. No member of the TCRB shall be a paid employee of the TDOC or the BOPP. Members of the TCRB shall be reimbursed for travel at the state rate. Each TCRB member shall receive orientation to the criminal justice system at an institution in his or her region, in addition to training for the role of a TCRB member.

Each TCRB member shall attend regularly scheduled and specially called meetings, work closely with the volunteer services coordinator, maintain confidentiality of individual offenders, and develop community resources. The TCRB may organize as a nonprofit corporation under Tennessee laws. The TCRB shall have access to the Commissioner and TDOC staff when necessary.

#### **LOCAL COMMUNITY RESOURCE BOARDS (LCRBs):**

- Each institution shall provide for the appointment of a LCRB. LCRBs shall meet at least quarterly, with the Warden attending at least two of the quarterly meetings per year. The purpose of this committee shall be to:
- Develop a coordinated program plan for utilizing volunteer resources by the institution. The plan shall include, but is not limited to, a coordinated plan for helping inmates reintegrate into society as productive, law-abiding citizens.
- Develop policies, procedures, and processes for utilization of volunteer resources by the institution. Review and make suggestions to the warden regarding program and policy decisions related to volunteer services and/or other areas that may benefit the institutional operation.
- Establish specific programs and goals for utilizing volunteer resources and monitor performance measures to determine whether goals for utilizing volunteers are met. Participate in regional and statewide volunteer activities.
- Encourage participation of an inmate representative from the inmate council at board meetings or make provisions for the inmate council to make recommendations to the board.
- The LCRB shall submit a semi-annual report to the TCRB detailing its progress in each of the areas above.

#### **LCRB's Relationship to TCRB**

The LCRB is a subsidiary of the TCRB, which is a Tennessee corporation not-for-profit. As such, the LCRB has specific responsibilities to the TCRB.

The LCRB shall prepare a report of activities to the TCRB on a quarterly basis. Reports shall cover the three-month periods ending September 31, December 31, March 31, and June 30 and due not more than 30 days after the end of the period. This report shall include:

- a summary of volunteer activities and achievements
- a detailed report of any financial activities.

The LCRB shall complete an annual report in lieu of its quarterly report for the period ending June 30 and is due not more than 30 days after the end of the period. The annual report shall be submitted with the IRS Group 990 information filing AND the financial questionnaire if income during the fiscal year exceeds \$25,000. The annual report shall provide summary information about:

- volunteer activities and achievements for the 12 months ending June 30
- the financial activities of the Board
- changes in membership
- plans/goals for utilizing volunteers during the upcoming year and performance measures for determining that these goals are met.



The LCRB shall participate in the quarterly regional Board meetings of the TCRB by sending a delegate elected from the membership during its annual meeting. The regional Board delegate may be any voting member of the LCRB. All reports shall be submitted to the TCRB Chair to distribute to its membership at its quarterly meetings.

In faithfully discharging these responsibilities, the LCRB enjoys certain benefits from its TCRB parent. These benefits include the following:

- all of the ordinary benefits of a Tennessee corporation not-for-profit including exemption from federal income tax and eligibility to receive tax-deductible charitable contributions.
- inclusion in the annual registration for charitable solicitations with the Tennessee Department of State.
- eligibility to compete for grants that are made available to DOC and BOPP through the TCRB.
- access to data on volunteers maintained by DOC and BOPP, including contact information, volunteer activities and hours contributed by individual volunteers as well as aggregated by institution or activity.



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